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MEMORANDUM FOR: Assistant to the DD/I (Administration)

SUBJECT : Inspector General Survey of the CIA
Training Program

1. The subject survey is an interesting, provocative and remarkably comprehensive study of the CIA training program. It goes, in fact, much beyond a mere review of training practices, history and experience within the Agency. As such a study inevitably must, the IG has gone well into philosophical, doctrinal and operational aspects of the Agency's organization and activities. The study makes a large number of recommendations on which individual comments are attached.

2. As a general comment, however, we would like to point out that a successful training program in its fullest sense including on-the-job as well as formal training must be closely geared to and integrated with organizational objectives. It is recommended, therefore, that no very major revisions of the formal training program should be undertaken until all components and echelons of the Agency have a clear concept of their purpose, objectives and roles in both the Agency and the community. From such a clarity of purpose will develop the necessary doctrine, policy and procedure on which to build an effective training program.

3. A key factor in this as well as in the total success of the Agency rests in the hands of management and supervision at all levels. Recognition of the fact that all supervisors are at all times training their personnel emphasizes the necessity of the greatest possible improvement within the group.

4. The total program of junior, mid-career and senior officer development as envisaged by the IG is, in broad concept, unquestionably desirable. In his presentation of facts and outline for the future.

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the IG has made a significant contribution. Careful study of this report by all senior officials is strongly urged and an inestimable amount of effort and determination lies ahead if the study is to have real value.

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HERBERT SCOVILLE, JR.
Assistant Director
Scientific Intelligence

Attachment

OSI Comments on IG Report

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